

**CITY OF MINNEAPOLIS
INTERGOVERNMENTAL RELATIONS
2010-2014 BUSINESS PLAN**

JANUARY 2011

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WHO ARE WE?

MISSION

EFFECTIVELY REPRESENT THE CITY OF MINNEAPOLIS WITH INTEGRITY AND DEDICATION TO ITS PARTNERS AT MULTIPLE LEVELS OF GOVERNANCE- FEDERAL, STATE, REGIONAL, AND LOCAL IN ORDER TO ACHIEVE LEGISLATIVE AND PROGRAM SUCCESS.

VALUES

City of Minneapolis Values we work by –

Collaborative

IGR Value- Our work is about relationships built upon a trust earned through providing honest, integrity-based policy and funding information, advice and proposals to our partners.

Engaged

IGR Value- Our work facilitates the ability of city programs to work for the public good.

Results-driven

IGR Value- Our work assists our clients and funders with outcomes to achieve their objectives.

Informed

IGR Value- Our work transforms immediate needs into a decision framework for policy makers.

Accountable

IGR Value- Our commitment to openness and responsible action generates trust among our partners, residents and their government.

Ethical

IGR Value- Our work depends on ethical decision-making—we are out of business if we cannot be trusted.

Inclusive

IGR Value- Our work for the public good is inclusive of all.

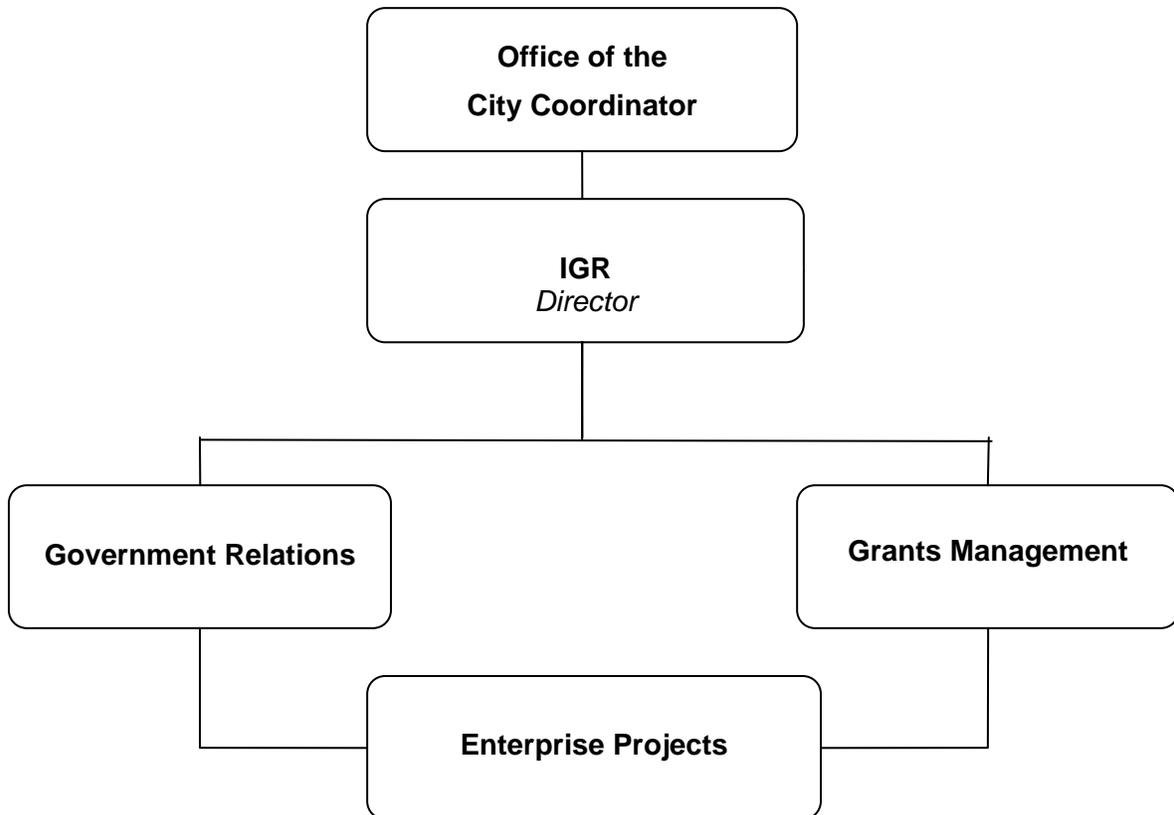
Sustainable

IGR Value- Our work today influences the City's tomorrow.

BUSINESS LINE DESCRIPTIONS

- 1- Advocate policies both legislative and administrative on behalf of the city at the regional, state and federal government level.
- 2- Provide guidance and staffing in managing regional, state and federal grants.
- 3- Staffing and assistance for projects of enterprise importance.

ORGANIZATION CHART



WHAT DO WE WANT TO ACHIEVE?

VISION

THE DEPARTMENT WILL DEVELOP AND ADVOCATE OFFICIAL POSITIONS THAT FOSTER POLICIES AND RESOURCES SO THAT THE CITY WILL BE ABLE TO ACHIEVE ITS GOALS.

DEPARTMENT GOALS, OBJECTIVES AND MEASURES (ALIGNED WITH CITY GOALS)-

GOALS, OBJECTIVES AND MEASURES TABLE

City Goal	City Strategic Direction	Department Goal	Objective	Measure
All City Goals	All Strategic Directions	A. Resources will be found to fund city priorities	1. Maintain and expand state aids to the city	Approved new revenue sources; level of LGA
			2. Assess grant needs and capacity of city departments	Number of grants applied for/projects funded
			3. Find federal and state grant opportunities that meet city and departmental objectives	Amount of funds awarded annually
			4. If available, apply for federal earmarks based on goals/objectives and assessment	Federal earmark requests/appropriations
			5. advocate/support policies that provide revenues	Percentage of city revenue budget supported by grants

<p>A Safe Place To Call Home; Jobs & Economic Vitality; Livable Communities, Healthy Lives; Many People, One Minneapolis</p>	<ul style="list-style-type: none"> ▪ Healthy homes, welcoming neighborhoods ▪ Teens prepared with career and life skills ▪ Businesses — big and small — start here, stay here, thrive here ▪ Talent magnet connecting people to training and jobs to people ▪ Strong commercial corridors, thriving business corners ▪ High-quality, affordable housing for all ages and stages in every neighborhood ▪ Race and class gaps in employment and housing are closed 	<p>B. Grants Management resource for city departments</p>	<p>1. Submit timely and accurate annual submissions of HUD Consolidated Plan and Report</p>	<p>Timely HUD approval of annual Consolidated Plan and Report (Plan within Statutory 45 days; Report within 6 months of submittal)</p>
			<p>2. Provide required reports and information related to Recovery Act (ARRA) on behalf of the city</p>	<p>Quarterly/annual web reports for ARRA</p>
			<p>3. Oversee and ensure meeting of enterprise wide Consolidated Plan compliance needs.</p>	<p>Number of environmental requests processed; Timely submittal of labor reports</p>
				<p>Number of HUD monitoring issues followed up upon</p>
			<p>4. Grant funds spent in compliance with grantor regulations and program expectations.</p>	<p>Number of federal/state audit findings on grants</p>
			<p>5. Provide technical assistance to departments on grant seeking and management concerns.</p>	<p>Number of technical assistance requests</p>
				<p>Energy Efficiency Conservation Block Grant, HUD Sustainable</p>

				Communities, HUD/DOT/EPA future opportunities
			6. Completion of Homelessness Prevention and Rapid Re-Housing (HPRP) and Neighborhood Stabilization Program (NSP) grants from HUD	HUD timeliness targets met
				Quarterly/annual reports for HPRP, NSP
A City That Works	<ul style="list-style-type: none"> ▪ Transparency, accountability and fairness are our hallmarks ▪ Strong partnerships with parks, schools, government, non-profits and private sector 	C. Achieve federal and state legislative agenda	1. Draft for council approval the state legislative agenda; implement the agenda	Number of proposals with emphasis on priority agenda items enacted into law or adopted as public policy
			2. Draft for Council approval the federal agenda; work with members of Congress and staffs and city representatives to implement agenda	Number of proposals with emphasis on priority agenda items enacted into law or adopted as public policy or federal rule or guideline.
				State Capital Bonding projects submitted/approved
			3. Liaison with non-governmental organizations, public and private agencies to achieve federal and state agendas.	Number of city positions reflected in agenda of the organizations
			4. Report on agenda progress.	Number of IGR subcommittee meetings/reports
A City That Works	<ul style="list-style-type: none"> ▪ Transparency, accountability and fairness are our hallmarks 	D. Maintain and strengthen existing partnerships and where appropriate develop new ones.	1. Work with state, regional and sub-regional organizations in developing policies that impact the city.	Working agreements with other local and regional governments
			2. Participate and partner with private	Number of agreements and projects made

			and public organizations (e.g., Minneapolis Public Schools, Minneapolis Park and Recreation Board) to support the city as a place to live and work	operative.
			3. Coordinate city involvement with international cities and groups.	# of visits hosted by city officials/staff
		E. Cultivate Met Council Relationship	1. Establish working relationship and communications process with Met Council Chair and Minneapolis Met Council Members	# of meetings with Met Council members and City Council
			2. Coordinate multi-department review Met Council policy plans and amendments to them and advocate the city position on the plans	# of Plan reviews and presentations and recommended actions to city council
			3. Review and comment on the Met Council budget	Official action of city related to budget

MEASURES, DATA AND TARGETS TABLE

Measure Name	2006	2007	2008	2009	2010 Target	2014 Target
Percentage of grant funds supporting city revenue budget	4.64	4.29	N/A	N/A	4.0	4.0
Amount of funds awarded annually (millions)	\$15.558	\$34.784	\$24.432	\$98.617	\$35.000	\$35.000
Measure related to funding assistance <i>(to be developed)</i>					TBD via Results Minneapolis	TBD via Results Minneapolis
Timely HUD approval of annual Consolidated Plan and Report	Plan: approval w/in 45 days of submittal;					

(Plan within Statutory 45 days; Report within 6 months of submittal)	Report: approval obtained w/in 8 months	Report: approval obtained w/in 5 months	Report: approval obtained w/in 6 months			
Number of environmental requests processed	20	14	24	36	20	20
Number of HUD monitoring issues followed up upon	1	1	1	2	1	1
Number of federal/state audit findings on grants	N/A	N/A	N/A	N/A	2	2
Annual number of grant projects monitored by department	5-10	5-10	5-10	9	10	12
Number of technical assistance requests addressed with departments	23	17	16	11	20	20
Number of Grant User Group Meetings	3	3	2	0	2	4
Number of Pilot Initiatives: ex. EECBG, HUD Sustainable Communities, HUD/DOT/EPA future opportunities	N/A	N/A	N/A	1	2	2
Quarterly/Annual web reports for Recovery Act (ARRA), Neighborhood Stabilization Program, Annual public Consolidated Plan Report publication	1	1	1	5	15	20
Quarterly/annual web reports for ARRA	N/A	N/A	N/A	3	4	4 annually through 2013
HUD timeliness targets met	N/A	N/A	N/A	HPRP: Commitments made	HPRP: 60% expended	HPRP: 100% expended

				by 9/2009	by 7/2011; NSP2: 50% by Feb 2012	by July 2012; NSP2 100% by Feb 2013
Priority Policies- Legislatively approved					TBD via Results Minneapolis	TBD via Results Minneapolis
Bonding projects submitted/approved					TBD via Results Minneapolis	TBD via Results Minneapolis
Federal earmark Requests /Approved					TBD via Results Minneapolis	TBD via Results Minneapolis

WHAT RESOURCES ARE WE GOING TO USE? (FINANCE PLAN, WORKFORCE PLAN, TECHNOLOGY PLAN AND EQUIPMENT AND SPACE PLAN)

FINANCE PLAN

We will stay within the following General Fund 5-year direction numbers:

2011	2012	2013	2014	2015
\$1.421 (million)	\$1.455	\$1.489	\$1.541	\$1.605

Key financial issues facing department:

The Department provides enterprise support for intergovernmental and grant management activities. Our primary customers are internal city departments.

Over the past business planning cycle reductions in LGA have made for recurrent reductions in the general fund budget supporting the Department. Over the same period, CDBG revenues have also declined though they have recently stabilized. These revenue reductions have required cuts to the Department's budget and effected leaner operations. With that said, additional cuts would necessitate steep reductions to or elimination of contract lobbying costs; memberships in regional, state and national municipal organizations and/or staff. Considered changes to how the Department would operate are detailed in the scenarios below. The impact of future cuts inherent in these scenarios will result in one or more of the following outcomes.

1. Need to pursue a reduced lobbying agenda that will need to be focused on core, high impact legislative issues to the City.
2. City departments would need to take on more responsibility for their specific state and federal policy issues.
3. Greater enterprise policy development activity in municipal organizations.
4. Ability of the Department to effectively monitor and service city's HUD block grants, Recovery Act and other grants will be compromised.

5. Enterprise grants management structure will be increasingly likely to become a high risk auditing concern.

Over the next five years, we project that LGA will continue to be an unstable revenue resource; CDBG and other federal revenues will be constrained or reduced.

Scenario A: The City receives 10% less revenues from the major funding source for one of the department's business lines.

- What strategies would the department implement to reduce the budget?
 1. Reduce/eliminate lobbying consultant contracts.
 2. Reduce/eliminate state and national municipal organization memberships.
- What would be the first thing that residents and businesses would see as a result of these strategies?
 1. Our internal customers would recognize reduced ability to access intergovernmental staff assistance.
 2. Customers would see reduced information on intergovernmental issues and grant opportunities.
- What long-term changes could the department make after the initial crisis passed?

Long-term changes would move the City's intergovernmental relations work from a centralized to de-centralized model of service delivery. The potential risk to this delivery model could be mixed communication of priorities to other levels of government. It would also require a further focus to the city's legislative agenda. A further decentralization of enterprise grant management activities would also be considered.

1. A more focused legislative agenda on core city legislative priorities; lesser prioritized issues would need to be managed by individual departments.
2. Reliance on a more direct working relationship with local congressional office staff.
3. Where municipal memberships are retained, requesting officials to play a more active role in policy development.
4. Departments receiving grant funding would need to budget for greater grant monitoring responsibilities either through internal staffing or contracting.

Scenario B: Grant funding is eliminated, or reduced to such a level that only the Affordable Housing Trust Fund commitment can be funded.

- What would your department do to end the programs funded by grants?
 1. Elimination of block grant resources to a significant degree would entail an approximate two year timeframe to work with Finance, affected departments, contracted sub recipients and Federal agency to close out block grant programs to be cut. Long-term continuation of the Affordable Housing Trust Fund commitment with Federal grant resources could only be staffed by Department at either a reduced or no level of staffing. This would expose remaining grant programming to increase audit and monitoring risk. Transitional grant management training would need to be provided to the host department administering the affordable housing fund.
- What alternative funding sources would there be?

1. Two alternative funding sources to fund city staff would be available: increase in General Fund and potentially a negotiable amount of limited block grant provided by the Federal agency.
- Has this possibility been communicated to funded organizations? Are they prepared?
 1. No communications with funded organizations have been done regarding elimination of block grant funding other than communication via the budgeting process that block grant funding is always subject to reconsideration. Annual budgeting exercises have requested that grant funded departments consider cut scenarios.
 - What City goals and strategic directions would need to be modified or achieved with different strategies?
 1. An elimination of block grant funding or reduction to such a level that only the affordable housing trust fund could be supported would significantly affect programs supporting the following City goals and strategic directions:
 - A Safe Place to Call Home
 - Collaborative and caring communities help prevent crime
 - Healthy homes, welcoming neighborhoods
 - Homelessness eliminated
 - Guns, gangs, graffiti gone
 - Jobs & Economic Vitality
 - Talent magnet connecting people to training and jobs to people
 - Strong commercial corridors, thriving business corners
 - Teens prepared with career and life skills
 - Proactive business development in key growth areas
 - Livable Communities, Healthy Lives
 - High-quality, affordable housing for all ages and stages in every neighborhood
 - Healthy choices are easy and economical
 - Many People, One Minneapolis
 - New arrivals welcomed, diversity embraced
 - Race and class gaps closed in employment and housing
 - Tots school-ready, teens on course
 - Teen pregnancy a thing of the past
 - Seniors stay and talents are tapped

WORKFORCE PLAN

The foremost asset of the Department is its employees. The Department's staff of eight FTEs (seven positions filled, one unfilled) average thirteen years of City experience and a further nine years of work in similar fields (non-governmental organization, non-profit and private sector/government contract work) outside of City employment. The most valuable tool that the Department's workforce possesses is its experience and contacts within respective work areas. This level of experience results in an institutional and contextual knowledge base that effectively saves resources and would prove to be difficult to replace.

Based on past history, over the next five years the Department anticipates one employee to turn over. One employee is eligible for retirement. Annual sick leave usage is under one percent and vacation usage is five percent.

The Department has identified five workforce actions to pursue.

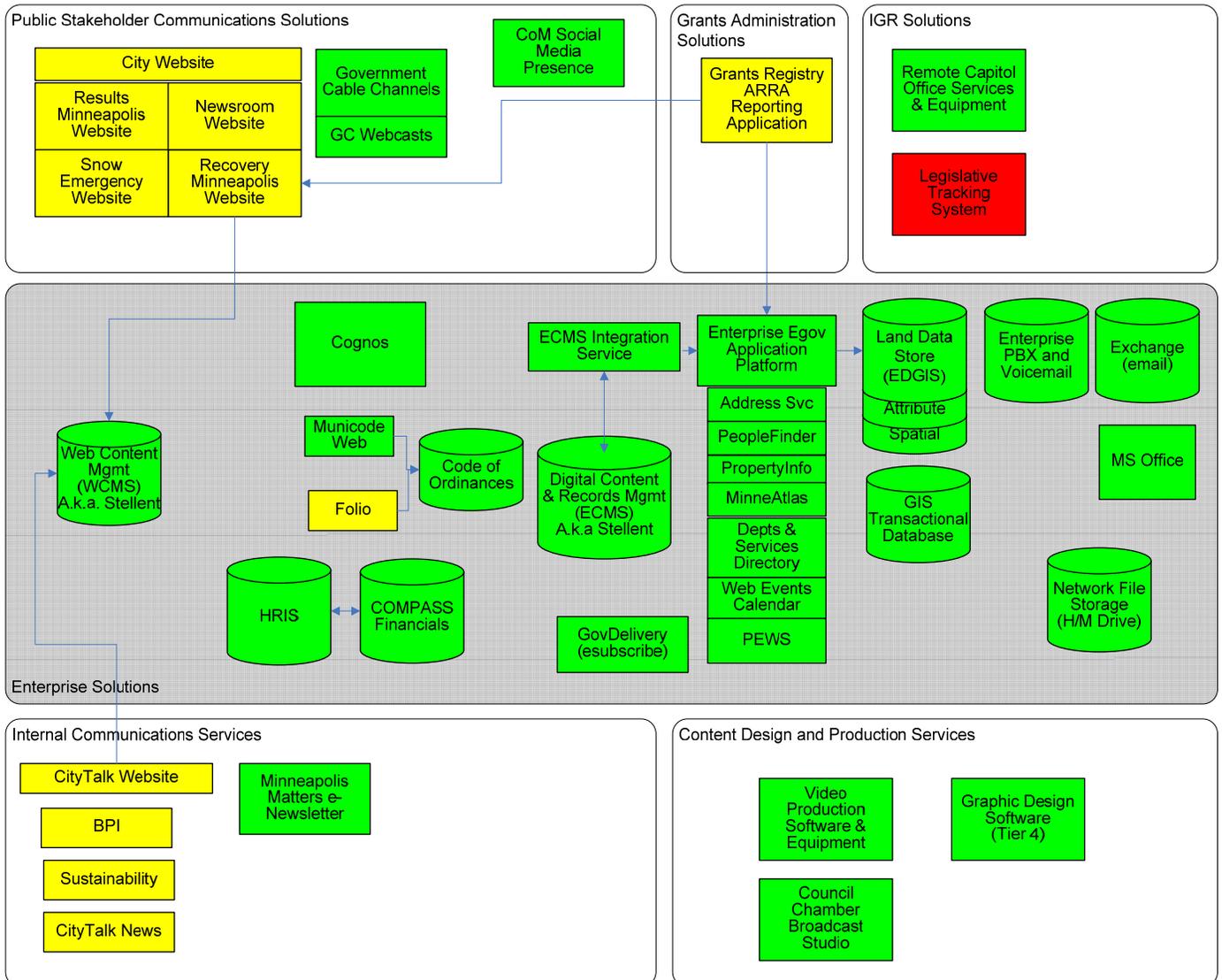
Key Workforce Objective	Action Items	Projected Timeline	Status	Measurement (Identify where possible)
Workforce Development	Continued professional development via networking opportunities, federal/state compliance training, city enterprise functions	LT-continual	IP	Keep current with peers in knowledge information
Employee Survey Response	Need to increase diversity of department employee pool (see specific action under Diversity Strategy below)	ST	NS	Due to size of department no goal set other than visible perception of increased diversity
	Increased staffing resources (people, knowledge) via professional training opportunities and leveraging other departments for project assistance	LT	IP	Increase employee survey score to level of city's most engaged units (57%)
Diversity Strategy	Work with HR on utilizing recruitment strategy that increases chances of diverse applicant pool in future hiring opportunities	ST	NS	Increase in underrepresented employees in department
<i>Other Objectives</i>	Monitor Performance Management via employee performance reviews focused on individualized development plans	LT	IP	Annual reviews for 100% of department employees

TECHNOLOGY PLAN

The technology “change drivers” and “solutions roadmap” that follow are a combined analysis for the City Coordinator Office, Communications and Intergovernmental Relations. Our needs and considerations around them are unique, and we have asked Business Information Services to diagram them separately. That work is underway.

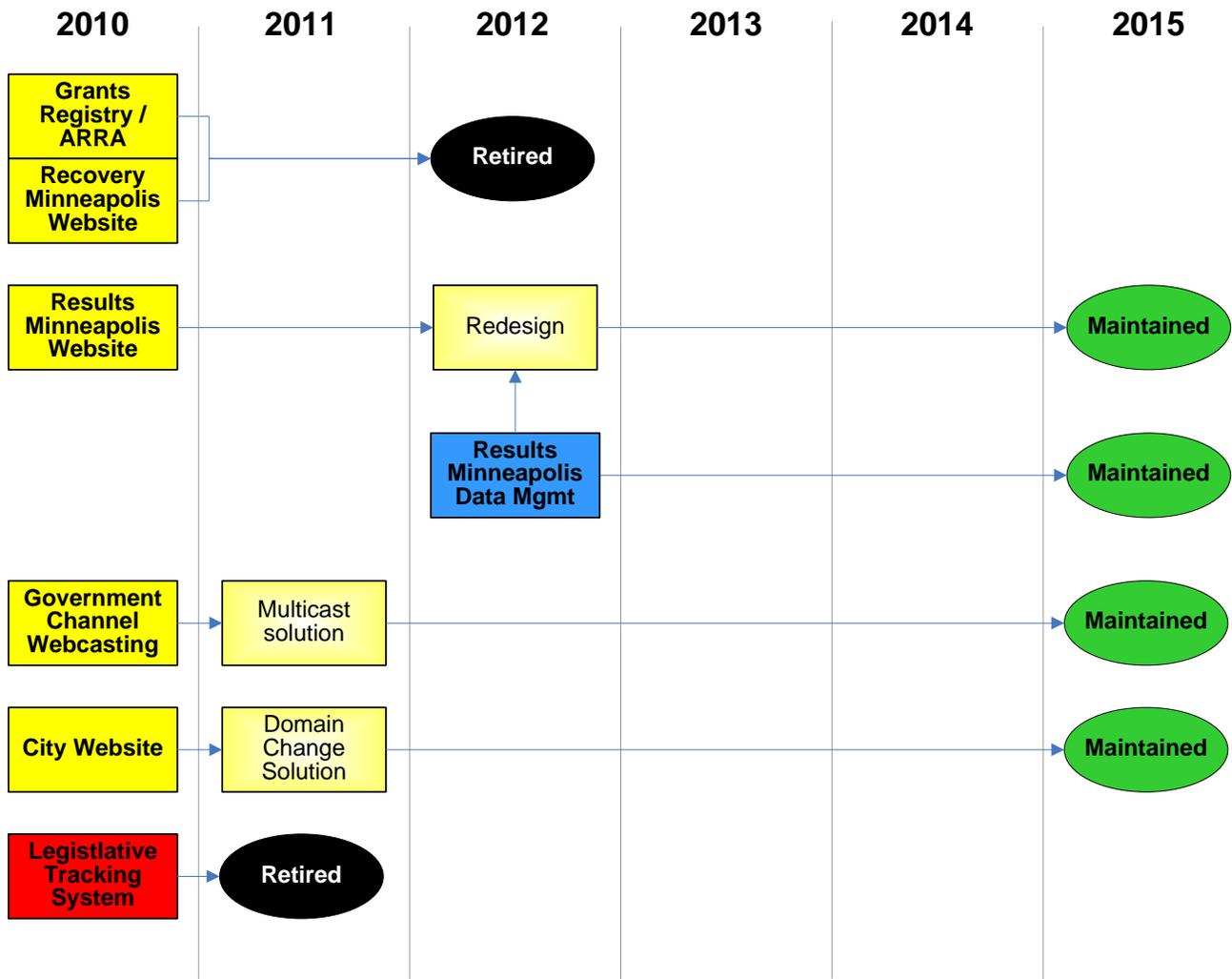
TECHNOLOGY CHANGE DRIVERS

Application Lifecycle Drivers



Technology Solutions Roadmap

Applications / Solutions Roadmap



EQUIPMENT AND SPACE PLAN

No space plan is identified in this plan. Equipment issues are addressed under the Technology plan.